

[Letter from the Editor]

The Harvard Intern Speaks!

Dear Colleagues,

I'm on summer break after completing my first year at Harvard where I study economics and work in a small non-profit consulting group, and I'm four weeks into an internship with VF&Co. I have to say, nothing could have prepared me for what I've encountered here!

I was thrown into the fray of executive searches, HR consulting, and an active business dynamic where the front door is often in motion and the constant office-to-office communication of names and appointments and job titles is comparable to the old floor of the New York Stock Exchange.

One of the job perks is writing the introduction for the newsletter. Through a pair of fresh eyes, I've noticed some surprising things about HR and companies. I'd like to share two observations with you.

1. Every time I meet with a new client, they sound like they've just gotten off the phone with a previous client. The concerns and problems that seem to haunt Boards and CEOs are common to all of our clients in all industries. As an executive, you can rest assured that your competitors share many of your headaches. Whether it's Sarbanes-Oxley or globalizing workforces, everyone's confronted with the same problems of the era. In a few years, these will, of course, be replaced by an entirely new set of problems.
2. There are never enough good people to hire. Astonishingly, I've seen this at every firm we've worked with, large and small. Firms tend to look at a bigger competitor and wish that they had that kind of market dominance to monopolize the employee talent pool. Well, that bigger firm is thinking the same thing about their competitor. And some startups may even be thinking the same thing about you.

I hope you enjoy the newsletter and that you see us soon.

My Best,
Garrett Ross

This month we would like to thank Gary Albright, Vice President of Human Capital Solutions at Trovix, for his 10+ year friendship and referrals. If you haven't seen what Trovix can do for recruiters, you should really check it out. Thanks, Gary!!!

ASK VALERIE

Dear Valerie:

I'm a CEO of an \$80M company and I only want to hire fit, athletic, attractive employees who work hard and work out a lot. There's no way I could hire someone overweight or anything like that. It would just go against the culture I want for my company. If people are overweight, it means they're not organized

or disciplined. I've been getting resistance from my recruiters and now it's causing problems internally. Don't I have the right to do this with my own company?

-Pretty Confused

Dear Pretty:

No.

Dear Valerie:

I am in NC and our economy is bad. I got a BBA and cannot seem to get hired. Had nasty custody battle with not even an ex. He is huge in HR/ in NC.....one of the top positions, is it possible in HR to ruin someones name, like a referral center? Because I am on SO many interviews yet dont get hired. VERY professional myself.....but cant believe it is taking 5 years to find work. I just wen ton interview and gave thank you and she in return thanked me - a first , within 3 hours sent email job decline, dont possess skills. I have 24 years and BBA. What do you think? Age, or is my name smeared some how? Interview went well from what I could tell. met guy then her. hour in half, or was she threatened?

Dear Victim:

Sorry that you're having trouble finding a job. Please call my office and we can brainstorm and get this solved. One potential problem might be that your writing style could be polished up a tiny bit.

Dear Valerie:

I'm the CEO of a venture-funded technology start up with about 90 employees. I want to hire executives that reflect my values. I'm a devout Catholic, married, with three kids, and am active with children's sports and with our church. I'd really prefer to hire other Catholics so that they would share the same values about family, work, and community. Can you find me a Catholic COO?

-Father Flustered

Dear Father:

How about focusing on the skill sets, work ethics, and communications style you need, and forget about looking for a Catholic. I find that most Christians, Jews, Hindus, and non-religious executives pretty much share the same values of hard work, taking care of their families, and contributing to society. Focusing on finding the right skill set with a different perspective would probably do you more good in the long run than hiring a Mini Me.

SPECIAL EVENTS:

Women's Leadership Exchange

Garden Breakfast

August 3, 2006, 7.30-9.30am, Menlo Park, CA

An exclusive, invitation-only event for women CEOs, Business Owners, and Venture Capitalists hosted at the home of Valerie Frederickson. Special guest: Ms. Phred Dvorak, Business Writer of *The Wall Street Journal*. For additional information, contact our Marketing & PR Team at mpr@vfandco.com.

Why Growth is Often "Sideways": Plotting Your HR Career Path in Biotech

2006 BIO HR Conference

October 3-4, 2006, The Venetian Resort, Las Vegas, NV

Careers in human resources are typically more of a “constellation” – in which you gain expertise in several different aspects of HR – than they are a pyramid to be climbed. How can you make sure that you are going up and you go sideways? Valerie Frederickson will lead a panel discussion with Lynn Lester, VPHR of Cambridge Antibody Technology; Larry McAlister, VPHR of Philips Medical Systems/ADAC Laboratories; and Marilee Moy, VPHR of Nikon Precision Inc. If you are a CEO, CFO, or HR Executive and would like to register as a guest, contact our Marketing & PR Team at mpr@vfandco.com.

Workplace Diversity Conference and Exposition
Society for Human Resource Management

October 16-18, 2006, Hyatt Regency Century Plaza, Los Angeles, CA

This conference promises to be an excellent learning and networking opportunity for all professionals who are responsible for diversity programs within small, medium and large organizations. The conference will also provide for HR professionals better understanding of corporate diversity programs from diversity experts and have the opportunity to network with colleagues in the field of diversity management. Valerie will be presenting twice on how we managed to have a 22 out of 27 diversity placement track record. To register for the Workplace Diversity Conference, contact our Marketing & PR Team at mpr@vfandco.com.

CURRENT HR CONSULTING PROJECTS:

“People” issues keep CEOs up at night more than anything else. This section gives you a feel for current critical HR and management issues our clients are facing.

- Identifying critical behaviors needed depending on the corporate culture
- Diversity sensitivity trainings for public company
- HR Business Partner contracting
- Integration of compensation and benefits, communications following an acquisition
- Total HR for a small US branch of a European company
- Someone to manage recruiting for a few months
- Equity Edge stock project
- Contract recruiters
- Integration issues after a merger
- Diversity recruiting techniques
- Finessing a hire with a board of directors
- Coaching CEOs on “issues”
- Outsourced coaching/managing of HR senior staff

CURRENT RETAINED EXECUTIVE SEARCHES:

HUMAN RESOURCE EXECUTIVE SEARCHES:

Senior Vice President of Human Resources, Silicon Valley, CA (relo fine)

SVP of HR to lead global operations for a \$20B revenue technology company. The company, which has over 120,000 employees, is uniquely positioned for dramatic organic growth over the next few years. In order to achieve this, they need a strong, creative, compelling and strategic human resources leader who can focus on cultural transformation while managing one of the largest and most global HR groups in the world. Our client requests someone with a strong HR generalist and OD background with

significant management experience in US, Asia-Pac, and Europe; HR large company best-practices; and MBA/MSOD. Email your resume in MS Word format to recruiting@vfandco.com.

Vice President of Human Resources (Santa Ana, CA—relo fine)

Publicly-held health care services company doing lots of acquisitions and extremely profitable seeks Vice President of Human Resources who will work closely with the CEO and be responsible for driving and implementing a Human Resources strategy including ramping up staffing. The ideal candidate will possess an energetic leadership style that includes fast thinking, program management, sense of humor, and business and technology expertise. Email your resume in MS Word format to recruiting@vfandco.com.

Vice President of Human Resources in the Americas (San Jose, CA—relo fine)

World's largest telecommunications/networking company needs a Vice President of Human Resources who will be responsible for delivering on all HR strategies and programs for all client groups in the Americas. The successful candidate will possess strong business acumen and have the ability to build and lead successful teams in a matrix-reporting environment. Prefer Fortune 500 experience in both business and HR roles, plus consulting experience. Spanish and Portuguese preferred. Email your resume in MS Word format to recruiting@vfandco.com.

Senior Director, Global Compensation and Benefits (San Jose, CA—relo fine)

For one of the world's largest technology companies. Responsibilities include developing overall compensation philosophy, managing HR costs, ensuring the global Expatriate program is operationally sound, and analyzing benefits and perquisite programs of merged and acquired companies. Desired attributes include direct and effective communication style, extreme customer focus, and an ability to set and maintain an aggressive pace. Email your resume in MS Word format to recruiting@vfandco.com.

Senior HR Director in charge of Business Partners (San Jose, CA)

Large, publicly-held technology company with an HR department in a state of flux needs experienced HR executive to manage all worldwide HR business partners and Staffing Manager. Be the top HR expert inside the company, and be in line for the VP role. Lots of room to shine, make a mark, and get promoted. Email your resume in MS Word format to recruiting@vfandco.com.

Senior Director of Human Resources (Palo Alto, CA)

US HR leader for a newly created European R&D high tech facility focusing on wireless products including cell phones. Partner with the Managing Director of the lab to set up and staff up the lab, including taking responsibility for all hiring, all HR policies and procedures, employee relations, training, culture, and compliance. Report to Director with dotted line to Europe. Email your resume in MS Word format to recruiting@vfandco.com.

Director of Human Resources and Labor Relations (San Francisco)

Top HR position for a 600 person, \$60M, 50-year old parking services and property management company in San Francisco. Lead all aspects of strategic and tactical HRM, including collective bargaining, progressive discipline, compensation strategies, recruitment, employee relations, management development, and HRIS. This is a great way to stay in a labor-oriented HR job and avoid another miserable hotel lockout/picking year. Email your resume in MS Word format to recruiting@vfandco.com.

Director of Global Staffing (San Jose, CA—relo fine)

Fabulous, well-educated staffing leader needed for one of the world's largest technology companies. Prefer Global 100 experience both in the US and overseas; at least 15 years of progressive excellence in talent acquisition and management, MBA or equivalent. Email your resume in MS Word format to recruiting@vfandco.com.

Director of Human Resources, Asia Pacific (Anywhere in Asia—relo fine)

For a leading provider of advanced process equipment for the global semiconductor industry. Responsibilities include collaborating with other regional HR leaders, ensuring the effective deployment of corporate HR strategies, and acting as a resource for Country Leadership offering council and coaching. Email your resume in MS Word format to recruiting@vfandco.com.

Director of Global Compensation, Benefits, Global Relo, and HRIS (San Jose, CA)

For a major technology manufacturer with global operations, and a history of developing and promoting HR staff from within. Be an expert in global compensation, including base, variable, commissions, Expat/Inpat, global relocation and other key international issues. Contract to full-time OK. Email your resume in MS Word format to recruiting@vfandco.com.

Director/Senior Manager of Compensation and HRIS (South San Francisco, CA—relo fine)

Diversified pharmaceutical company looking for Director-level Compensation, Benefits, and HRIS, with large-company experience in pharmaceutical, finance, biotech industries. Must be adept at HR metrics and providing sound business rationale for compensation programs and strategies. Email your resume in MS Word format to recruiting@vfandco.com.

Director/Manager of Staffing and HR (Minneapolis, MN—relo fine)

For a rapidly growing wireless general contractor, architect, and consulting solutions company experiencing explosive growth across the US. Be their first full-time HR/Staffing executive and do it right! Systems and processes already in place on the HR side. Step in and deal with dozens of open reqs, a sensitive and caring management team, and how to maintain the fabulous culture and set up a systematized learning organization, along with leading strategic deployment efforts. Email your resume in MS Word format to recruiting@vfandco.com.

Staffing Manager (San Jose, CA—relo fine)

Large growing high-tech manufacturer seeks staffing leader with expertise in international staffing. Lead the company in developing a robust staffing function including college recruiting, talent management. Email your resume in MS Word format to recruiting@vfandco.com.

Global Compensation Manager (San Jose, CA—relo fine)

Large high-tech manufacturer seeks Compensation Manager with expertise in all aspects of general compensation. Assist the Director of Compensation in such global issues as compensation, benefits, and relocation. Email your resume in MS Word format to recruiting@vfandco.com.

Manager of HRIS (South San Francisco, CA—relo fine)

Well-respected public pharmaceutical company needs Manager of HRIS due to growth. Requires SAP HRIS and HR metrics expertise, and experience managing a small team to meet multi-site international organization HR data needs. Email your resume in MS Word format to recruiting@vfandco.com.

Senior HR Business Partners (2) (South San Francisco, CA)

Large, international pharmaceutical company needs strategic senior HR Business Partners to work with a focused internal client group. The ideal candidates will have at least eight years of experience in large biotech or pharma company Best Practices human resource management including strategic planning, succession planning, performance management, change management, organizational development, and compensation. Email your resume in MS Word format to recruiting@vfandco.com.

Senior and Junior HR Business Partners (2-3) (San Jose, CA)

Successful San Jose-based technology manufacturer seeks an experienced HR Generalists to serve as a Business Partner for internal client groups. Responsibilities include partnering with internal client groups to provide strategic planning and other HR services, executive coaching, organizational development, and liaising between upper-level management and the employee base. Best fit is someone who is high-powered, highly promotable, completely self-motivated, and creative. An OD, HRM, planning, and training background preferred. Email your resume in MS Word format to recruiting@vfandco.com.

NON-HR POSITIONS:

Email your resume in MS Word format to recruiting@vfandco.com.

French-speaking CEO for tech startup in SF

Hardware engineer for tech company in Fremont

Tech/engineer for tech company in Fremont

Component engineer for tech company in Fremont

Mfg. software engineer for tech company in Fremont

CONTRACT POSITIONS (START IMMEDIATELY):

Email your resume in MS Word format to recruiting@vfandco.com.

Director of Talent Acquisition (Minneapolis, MN or San Diego, CA)

Staffing Manager (San Jose, CA)

Senior Engineering Project Manager (Fremont, CA)

Contract Recruiters (2) (San Jose, CA)

Contract Recruiter (Minneapolis, MN or San Diego, CA)

RECENTLY CLOSED SEARCHES:

SVP/HR, tech company in Milpitas, CA

Director of HR, private school in Atherton

Leader of Human Resources and OD (Auburn, CA)

Senior HR Manager (San Mateo, CA)

Senior HR Manager (Palo Alto, CA)

Curriculum Developer/Instructional Designers (6), insurance company (San Francisco, CA)

Junior HR Business Partner (San Mateo, CA)

Benefits Manager/Specialist, Internet company (Peninsula)

VF&CO INTERNAL POSITIONS:

We are currently expanding. Come work in beautiful downtown Menlo Park! Enjoy a well-run small business with 11 years of profitability, wonderful co-workers, a Who's Who list of clients, virtually unlimited opportunity, and over 50 stores, restaurants, dry cleaners, book stores, etc. all one block away. Help us take our successful business to the next level and have fun doing it! Best fit is a well-read, well

educated, kind, ethical, polite yet funny Type A individual who enjoys collaborating but is self-motivated.
Email your resume in MS Word format to recruiting@vfandco.com.

Client Services Manager

Retained Executive Search Practice Junior Consultants

Retained Executive Search Consultant

HR Contingency Placement Recruiter

Marketing Communications/PR Specialist